



DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CEEEO

10 NOV 1992

MEMORANDUM FOR Commanders, Major Subordinate Commands
Commanders, Field Operating Activities
Commanders and Directors, Laboratories
Directors and Separate Office Chiefs, HQUSACE
Senior Executive Service Members

SUBJECT: Clarification of Model EEO/Affirmative Action
Performance Standard for SES Members

1. Reference:

a. Memorandum, HQUSACE (CEEEO), 17 April 1992, subject:
Model SES EEO/Affirmative Action Performance Standard (Enclosure
1).

b. Guide to Developing Personal Objectives for Meeting the
EEO/Affirmative Action Performance Standard for Members of the
Senior Executive Service, HQUSACE (CEEEO), April 1992 (Enclosure
2).

c. EEO/Affirmative Action Performance Standards for SES
Members, HQUSACE (CEEEO), November 1992 (Enclosure 3).

2. The model EEO/affirmative action performance standard was
established as a guide to developing individual standards for
SES members. Use of the model will help further our affirmative
action efforts and ensure fairness among ratings through more
consistent standards.

3. The model calls for personal objectives to remove barriers
to minorities and women where they are underrepresented. These
objectives should be designed to make real differences in the
selection, development, retention and advancement of team
members in underrepresented groups. The model also calls for
personal leadership in addressing problems that underlie EEO
complaints, preventing/correcting sexual harassment, and
reasonably accommodating legitimate needs of team members due to
handicap or religion.

4. Individual standards should align with the scope of the
members' supervisory responsibilities. In addition, if the
member is a career program manager, the standard should address
EEO and affirmative action within the career program. If the
member is the head of a "stovepipe" but is not a career program
manager, the standard may also address affirmative action within
the member's authority to effect change within the stovepipe.

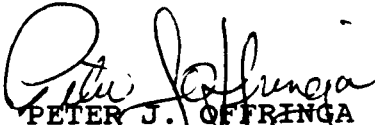
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5. The division, laboratory and HECSA EEO Officers are prepared to assist you in personalizing the model for each SES member. The HQUSACE EEO Office can provide data for members with Corps-wide career program responsibilities.

3 Encls


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Major General, USA
Deputy Commander